



**TECHNICAL UNIVERSITY - SOFIA**  
**ENGLISH LANGUAGE FACULTY OF**  
**ENGINEERING**

# **RESEARCH PROJECT**

## **MASTER'S DEGREE**

**Title: BEST PRACTICES IN PEOPLE  
DEVELOPMENT**

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## 1. INTRODUCTION

Starting a new job is like walking into the middle of a movie. Everyone around you knows what's going on, but you don't have a clue.

You wonder if things will ever make sense as you attempt to piece together the plot; identify characters, their motives and relationships; and study the settings for relevant information. As a new hire, you may experience many of these same feelings while you sort through the who, what, when and why of a new work environment. If you want to diminish this kind of experience the right thing to do is to start looking for a Company with well established Induction process for new employees which will help you in the “settling down” process.

### 1.1. Utilities of an Induction Program

The benefits of induction programs are vast and include: increased retention of newly hired employees, improved team spirit and increased productivity. A properly crafted induction program will save you time and money in the long run; money that might have ended up being spent on covering absences and hiring replacements if induction isn't done well.

The program is an opportunity for both employee and Company to make the transition process smoother and get the job done.

Moreover, the induction is a basic part of the employer obligation to ensure a safe, healthy and enjoyable work place. It contributes to performance and it is essential for clarity about performance expectations.

This kind of process is also a good way to welcome. The company has to ensure that the program includes a clear outline of how it is going to help the new hire to become part of the team and the organization.



The induction will be completed when probation period for the employee is completed. During this time the employee is expected to actively seek to learn about all aspect of their new work. So, at the end of their probation period employees' readiness and effectiveness to the job are increased.

In addition, the program builds a robust psychological contract with new team members. Provide tasks that can be completed during the first few weeks and feedback on their performance.



## 1.2. What Is Necessary in an Induction

The manager, supervisor or team leader has the responsibility on behalf of the employer to provide a safe working environment, including OH & S equipment and the demonstration of the use. If the working environment is office based ensure that all ergonomic aspects are considered.

Another fundamental element is to make the employee is aware of relevant policies such as Anti-Discrimination, ethical expectation, employee rights and responsibilities. The company should give key documents in writing and discuss the requirements with the employee.

The monitoring of employee performance during the first there months and support from the Manager is the key factor employee to succeed on the new job. This is an ongoing process and required close attention from the manager. Encourage discussion of challenges and confirm the agreed accountabilities. When a gap in one competence is identified the manager has to prepare a plan which is going to address the identified gaps so that the employee can successfully pass the probation period.

Below are some questions which assist the Organization to develop an induction program:

- What are the most important aspects about the position that the new employee needs to know in order to be successful in achieving the desired outcomes?
- How much do they understand about the industry, your enterprise and the products and services that you offer?
- Who are the most crucial people to support the new employee in their role?
- What resources do they need to know about?



- How will they learn the competencies needed for the job?
- At what point will the employee need to be introduced to new tasks?
- What information is universal and what is specific to the position?

The new employees will have a huge mass of information to take in during the first months. Sometimes there is a huge risk to overload them. Then, it is more effective to take information, check whether it has been understood, repeat important details and be flexible enough to revisit areas of concern to each of them. Information will be more readily retained if it is presented in a logical format.

The person who has been reappointed within the Organization will also require induction into their new position and work environment. Regarding the last point, the socialization of an employee is a critical part of the induction and can reflect in the employee's satisfaction in their new working environment.



## 2. THE INDUCTION PROGRAM

### 2.1. Induction Program Content

Induction program should include development of theoretical and practical skills, but also meet interaction needs that exist among the new employees. Typically, the key people in the organization, from the Human resources department or Departments Manager conduct this program.

The main elements are:

#### *Introduction*

- You and your role.
- Itinerary for induction.
- Housekeeping - amenities, parking, eating facilities.
- Layout of the organization – tour.

#### *Personnel Information*

- Meeting with Human Resources staff.
- Rates and terms of pay and conditions.
- Superannuation, taxation, insurance.
- Holiday, sick leave and other leave provisions.
- Breaks and lunches.





### *The Organization*

- Who's who of the organization – organization chart.
- Where and how the new employee fits.
- Organizational policies-anti-discrimination, sexual harassment, performance standards, disciplinary.
- Procedures, dispute procedure.
- Rules and regulations.
- Security and safety procedures.
- Dress codes, smoking policy, personal space.

### *Work Group*

- Introductions to colleagues.
- Establishment of 'buddy'.
- Social codes and practices.
- Layout and resources.

### *The Position*

- Position description / responsibilities / outcomes.
- Resources and equipment.
- Workplace and personal space.
- Safety procedures.
- Tasks and duties - specific procedures.
- Performance assessment.
- Training and development.



### *Follow Up*

- Check in on the new member regularly to answer any questions and discuss their progress (daily at first).

To benefit the company and employee in all areas, the induction program should be planned in advance. A timetable should be prepared, detailing the induction activities for a set period of time for the new employee, including a named member of staff who will be responsible for each activity. This plan should be circulated to everyone involved in the induction process, including the new starter. If possible it should be sent to the new starter in advance, if not co-created with the new starter.

The next give an example of this induction program timetable:



<b>Name of employee:</b>			
<b>Date of hiring:</b>			
<b>Name of manager:</b>			
Topic	Presenter	Time	Outcome of the presentation
		Monday	
<b>Welcome:</b>	Colleague		
Workplace and personal space		9 a.m.	Feel part of the company
Introductions to colleagues		9:30 a.m.	Feel comfortable
Tour		10 a.m.	Layout and emergency information
<b>Personel information:</b>	HR department member	12 p.m.	
Terms of payment and condition			Better understanding of contract
Breaks and lunches			Timetable
Insurance			Available services
Holiday			How to submit vacation request
		Tuesday and Wednesday	
<b>Overall induction of the company:</b>	HR department member	9 a.m.	
Procedures			How to proceed
Rules			What is allowed- is not allowed
Policies			Ideology of the organization
Who is who in the organization			Organization chart
		Thursday	
<b>Customs and culture:</b>		9 a.m.	
Administrative personel			Deliver documents - ask information
Documents and records			Format
Social codes and practices			Behaviour
		Friday	
<b>Job information:</b>	Manager	9 a.m.	
Position and responsibilities			Better understanding of the job
Resources and equipment			Available stuffs



According to The University of Melbourne, Staff Development Unit in Human Resource Department, the following shows a model that puts in order the actions to take in consideration:

### **Primary Induction Activity (first day):**

#### *Sign on*

- Prepare documentation for Human Resources.
- Explanation of rates and terms of pay and conditions, superannuation, taxation and insurance.
- Obtain staff card from Human Resources.
- Arrange for keys to be allocated and signed for.

#### *Workstation*

- Organize computer, phone, desk, chair, door name tag.
- Check that workstation is ergonomic.

#### *Communication*

- Demonstrate use of telephone, voicemail.
- Notify switchboard of employee's details.
- Establish e-mail address and alias.
- Ensure access to Internal Directory.
- Introduce to local IT support staff.
- Advise on external/internal mail process, stationery supplies.



### *Environment*

- Show location of emergency exits and assembly point, emergency information and procedures, emergency equipment, e.g. first aid box, accident report forms.
- Non-smoking workplace.
- Show location of light switches, toilets, coat lockers, tea room, food outlets, banks, post office, Union Building.
- Explain parking regulations/locations.

### *Working conditions*

- Explain: start and finish times, tea and lunch breaks, flexi-time, pay days, annual leave, sick leave, study leave, child care, visitors procedures.
- Provide information about social codes, list of names, titles and positions of people who are significant to the new staff member's workplace.
- Introduce to colleagues.
- If appropriate, assign a work colleague to "look after" the new employee.



**Secondary Induction Activity (from first week to third month):**

*Environment, Safety and Security*

- Explain Environment Health and Safety policy and Procedures.
- Explain confidentiality and security standards in the local workforce.
- Explain hazard, incident and illness reporting procedures including how to make a Work Cover claim.
- Explain EHS issue resolution procedures.
- Introduce key environment and safety persons, e.g. employee representative, safety officer, first aider, floor warden.
- Location of the Security Office.
- Check that Health, Hazard Questionnaire was completed before commencing appointment.

*Job Performance*

Discuss:

- Position description / responsibilities / outcomes.
- Performance expectations, standards and measurements and any special conditions as specified in the offer of employment.
- The Performance Development Framework.
- Probationary process/code of conduct.
- Local arrangements for handling personal problems or complaints including sexual harassment.
- Workplace reporting relationships – organization chart.
- Any relevant work hazards.



### *Administrative Forms*

- Complete the Administrative Systems Application form, if necessary.
- Complete signature authority forms if appropriate.
- Complete Authority to Drive Organization car form if necessary.

### *Personnel Policy and Procedures (PPP) Manual and Compliance Manual*

- Show location and content of Personnel Policy and Procedures Manual – including anti-discrimination and sexual harassment.
- Show location and content of Compliance Manual.

### *First Tasks*

- Assign and explain first tasks, indicating where information and help can be obtained.
- Introduce new employee to people who can assist.

### *Training and Development*

- Prepare a Training Needs Analysis.
- Organize appropriate on-the-job training: use of equipment (i.e.: computer, fax, photocopier).

and/or



### *Staff Development*

- Development Opportunities for Organization Staff.
- Information Technology Computer Courses and Seminars.
- Finance.
- Environment Health and Safety.
- Compliance.

### *Manuals and Procedures*

Direct employee to manuals and written procedures pertaining to:

- Organization Compliance manual.
- Printer/photocopier/copyright.
- Computer/word processing.
- Networking/electronic mail.
- Administrative/technical advice.
- Budgets and accounting.
- Records management.
- Staff Development courses.
- Information Technology Training courses, regulations.
- Environment Health and Safety Manual.
- Equal Opportunity Policies.





### *Customs and Culture*

- Provide details of administrative personnel and committees.
- Explain how workplace fits into overall Organization.
- Explain Organization's mission and vision statement.
- Indicate preferred modes for addressing other staff and answering the telephone.
- List and explain Organization and local terminology.
- Explain commonly used abbreviations.
- Explain preferred format for documents and accounting records.

### Second Month

Exchange frequent and regular feedback on employee's job performance according to the probation guidelines.

### Third Month

- Discuss progress towards the probation goals and objectives with employee.
- Staff with full-time, part-time or fixed-term contracts of more than 12 months, have a 6 month probation period.
- Staff with fixed-term contracts of more than 3 months and up to 12 months, have a 3 month probation period.
- Sign off completion of induction.



## 2.2. Advices for Induction Trainer

The trainer has to consider some tasks to do the induction in an effective way:

- Give the trainee the necessary details to get in touch (telephone, e-mail, face to face).
- Provide training materials (reference guide explaining the task).
- Call back regularly to check on progress.
- Ask to the manager for sufficient time to carry out this role effectively.
- Consider asking to attend a “train the trainer” course.

After the employees have completed their induction program, it is fundamental, ask for feedback on how they felt in went. What could be done to improve the procedure for future staff?



### 3. IDENTIFY EMPLOYEE'S GAPS AND DEVELOPMENT METHODS

#### 3.1. How to Identify Skill Gaps

To achieve company's success it must work efficiently and effectively identifying its employee's skills gaps because these are foibles in a person's ability to perform the work expected of them. It is fundamental for employers, so that, they can determine the areas in which their employees need to improve and where they are strong and competent. Depending on the needs of the organization different kind of techniques can be used to help gaps identification. The extend range of material can be paper-based testing material or testing that relies on computer software.



With the implementation of this practise the goals can be reached faster. If the gaps are identified, and after that analyse corrected, employee`s self-confidence will increase. When the skills are gained, the employees should be encouraged to use them immediately. Through repetition they can master the new gained skills and become proficient and adept at their job duties.



This is a difficult issue to carry out, but there are some steps that can help to make the process easier:

1. Review how each employee is holding their work: If an employee is not performing his/her goals on a regular way, it could be a sign that there is a skill gap. It is convenient built monthly or quarterly aims into each subordinate's annual goals, this way the company will be able to spot good performance and performance gaps as they develop.
2. Have a conversation with employee to know where they think they are in terms of the skills needed to perform their job: Every employee should be given an opportunity to point any deficiencies in skills that need to be corrected. This provides the workforce with an opportunity to participate in the process, which makes them more likely to be receptive to any type or new training.
3. Make that each employee fill a written assessment: A written assessment is a way of performing a skills gap analysis. This procedure will complete the information submitted by employees pertaining to their gap analysis. Once the procedure is complete, training programs can be implemented to cover the skill gap or deficiency of each employee.

To perform the last point completely, the organization could do the following:

1. Create a list of skills that employees must have in order to competently perform their tasks.
2. Testing coordinator's points about the skills that are needed to test and the testing way to do that (paper-based testing or computer-based testing).



3. Employees take the tests after software or testing materials are purchased.
4. Score the results and circle areas where tester is deficient. If some testers do poorly in one area the organization has an obvious gap in the knowledge needed to perform essential task.

When poor performance is noticed, the organization has to try to differentiate between a lack of skill and a lack of motivation. According to the study of new managers of Harvard University professor Linda Hill, most novice managers had trouble differentiating between these two sources of poor performance. This is a key point because that differentiation is absolutely necessary in effecting a cure.

It is important to listen carefully because a person may be asking for help, but the company may not be hearing. People don't always know what kind of help they need or exactly how to ask for it. So, when the opportunity appears, the managers have to take enough time to listen actively to direct reports.

Moreover, premature judgments must be avoided. One or two observations may give an incomplete impression, so that, the persons in charge have to continue observing, particularly if they have any doubts about their perceptions.



## 3.2. How to Identify Training Gaps

The organization could be full of unhappy customers costing the money in refunds and lost business although employees are working hard and putting in extra hours. In this situation something is wrong, but it is not clear what it is and how to fix it. There may be several answers like outdated equipment, substandard materials or faulty processes, a lack of training, even for seasoned employees. Training needs have to be assessed in the first step to know the gap between employee's performance level and performance standards.

There are some actions that the company could make to carry out the assessment:

1. The organization has to determine if performance gap is extending and why it is. Then, it is necessary to know if it involves outdated processes, changing technology or is the result of employee's poor performance. But it has to consider that training employees in an outdated inventory system won't improve efficiency, speed up order fulfilment or eliminate shipping errors.
2. Compile data. A lot of data can be taken from customer complaints, satisfaction surveys and employees surveys; these reveal what employees know about their job and how to accomplish tasks. It is beneficial follow up surveys with focus groups on key themes in the same ways that is gather notes and observe employees performance in real time against written work instructions and performance standards.
3. A flow chart has to be described for the process that has a problem. To do this, it brings together a working group composed of experts to define all the steps to be performed from the beginning to the end. If there are multiple shifts or departments that are involve in the process, repeat the flow charting process with each to spot variations.



4. A comparison of flow charts is valuable to identify variations, duplicated effort and missing or unnecessary steps. It is possible that the process only need a revision. Each time that step in the flow chart differs from the written work instruction it has to be highlighted. Variations may indicate that shift teams are confused or misinformed about the process and how it has to be carried out. In the end, if the process is valid but the results are substandard, training is needed.
5. Analyse all the data gathered in this phase. Take a look at common themes or discrepancies, so, using the data the organization could identify the cause of the performance gap.
6. Think if training can improve the situation not to have performance gap. When a faulty process is identified, with expert people involved, it is advisable make changes to the process to improve it in a desired way. This process must be revised till obtain the desired outcomes.
7. The company has to develop a plan to train all employees (managers are included too) affected by the revised process, considering that depending on department, level or job the content may vary. As it is said before, it is a lot of ways to perform the training. Then, the best way would be chosen according to cost, location, time away from the workplace and the number of employees affected.
8. Carry out the training. After each session it is very important ask for a feedback to trainees, in this way, corrections or changes can be made to get more effective learning. The feedback will close the loop to validate the assessment or to reveal new gaps in need of assessment.



### 3.3. Different Trainings and Development Methods

It is not a doubt that training and development will benefit the business when the right way to carry out the training is selected. Human resource department experts together with the Managers are responsible of that because they have to perform assessment, analyze succession and career development plans, design curriculum and choose the best method for development...

It is advisable to do a table detailing the requirements and how each employee fills them, so that information is contained in a brief and orderly way:

**Position: Team Leader**

REQUIREMENTS	ACTUAL STATUS
<i>General</i>	
General business knowledge	Needs to gain more knowledge for the business Action: to attend Business Induction program, peers' department meetings, work with other departments
Presentation, Influencing, Negotiating and Networking skills	Able to present in front of Managers, manage questions with ease, defends his point of view, adequate reaction to challenges coming from audience
Organizational and time management skills	Very well organized and set priorities according to business needs
Written and verbal communication strength	English level needs improvement Action: To attend advanced English course; to make presentations only in English
Ability to lead and manage change	No evidence at this stage, needs to be checked in the future
Ability to solve problems	Very well handle problems, has understanding for all situations, logical thinking
<i>Field expertise</i>	
High level in Data Base programs	Medium level Action: to start working closely with Data Base experts, involve him in projects related to field
Expert level in SAP R-3 program	Expert level in SAP R-3 program





Many training and development techniques are available for employees. Traditional methods consist in classroom learning and on the job training. Advanced ones include more options like on-line training and webinars.

### Classroom training

This traditional method may be one of the most effective ones because it gives the opportunity to exchange ideas, ask questions and experiential learning to the participants with role play activities. In this kind of training it is convenient that participants are on the similar level of leadership and authority, this way, everybody is learning at the same time and it encourages participating in each session.



### Vocational training

When experts teach certain skills to participants, it is called vocational training. If it is conducted in the workplace the kind of method used is on the job training. In general, skill training demands an arrangement between experienced person and learner where they are mentor and mentee respectively.





As stated on the Experiential Learning Project Group at the University of California, this is other type of experiential learning. They consider that it is the basis to learn multiple trades and the process of going from apprentice to specialised worker. An advantage of this type of training is that staffs have individualized learning at the same time it is another model of experimental learning.

### On-line training

This kind of training has become very popular because as technology improves it provides a lot of opportunities, so that, trainers can develop better computer based training lessons. The benefit of on-line method is convenience. It also saves time to trainers and expense because the material can be packaged for delivery at any time.

On the other hand, this convenience replaces the opportunity to have a discussion with the rest of participants and trainer, which some learners prefer because they can compare different points of view.

Webinars are base on the same principle, to be accessible and to be viewed at a time that is most convenient. It consists in conference or seminar that is transmitted in a webpage. Through internet, lecturer and participants are in contact to share information in a real time because the act has a date and hour.

Apart these main methods are other ones that can be helpful to the training like seminars, manuals and expert's opinion.

To fill the gaps of the employees it is not a good decision send them first of all to classroom training like courses and seminars. If they go directly to this kind of training, it might not be useful because they would not remember everything was said to them for a first time.



Some research confirms that the best practice is fulfilling the following rule to different type of training:

- 70% work experience / assignment
- 20% coaching - mentoring
- 10% courses - seminars

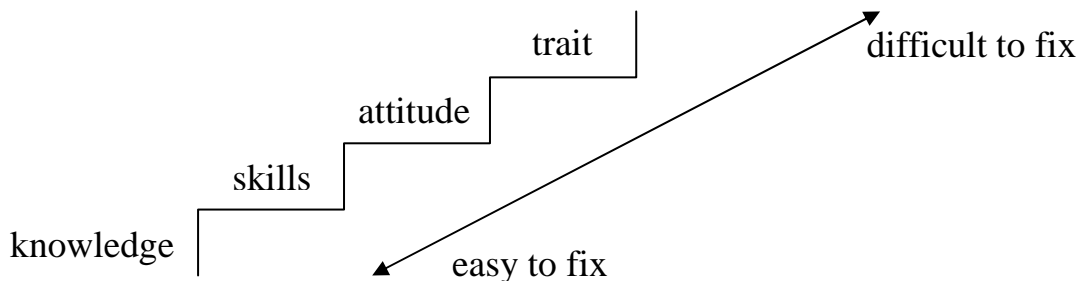
This way, the first thing is execute on the job training. It could be a task/assignment that would help the person to develop a skill or a gap. After that, coaching and mentoring with the manager which will help the person to even better understand the task and how it should be completed. In this step, the employee knows already about what is talking the manager being possible learns from that.

And finally, to complete the training and get background, the employee attends classroom training. In this moment, courses or seminar are valuable because the employee has been working with the concepts that are mentioned.



### 3.4. Limitations in Development

Apart from skills or knowledge gap there are another limitations for having difficulties in job performance like attitude and trait. There is a concept which says that if the gap is knowledge or skills it is very likely to fix it very easily. However if the problem is coming because of the attitude or trait it might be very difficult to fix it or might never happen. This development is reflected in the diagram that is below. To discover where the employee gaps are, the managers have to carefully verify and check why the employee cannot do the job, what are the reasons...



As is described, the knowledge is the easiest gap to be fixed, for example: a work that person is doing for the first time it might be difficult as he/she doesn't know much about the specifics of the task. The next step is the skills, they are more difficult to fix than the knowledge but still easy, they could be a lack of technology skills like how to use a specific computer program.

After that, development starts to be harder with the attitude. It means the opinion of the person, this sometimes could be against the work that they are doing in one moment because they don't see the usefulness. It could be solved if the manager explains why it is needed and so, why it is important and what is the value of doing this.



The last one is the trait, it is related with the temperament and for that is the most difficult. In the temperament are involved characteristic with which one is born like lack of creativity, do not take risks, etc.

The trait clearly could be a limitation in the development because is almost impossible to change.



### 3.5. Statistics about Lifelong Learning

Education, vocational training and lifelong learning play important economic and social roles. In the EU, the opportunities for living, studying and working in other countries make a major contribution to cross-cultural understanding, personal development and the realization of the EU's full economic potential.

Currently, the goals for education and training systems can be classified in the following way:

- **Quality:** Improve their quality and effectiveness.
- **Inclusivity:** Ensure that everyone has access to them.
- **International Accessibility:** Open them up to the wider world.

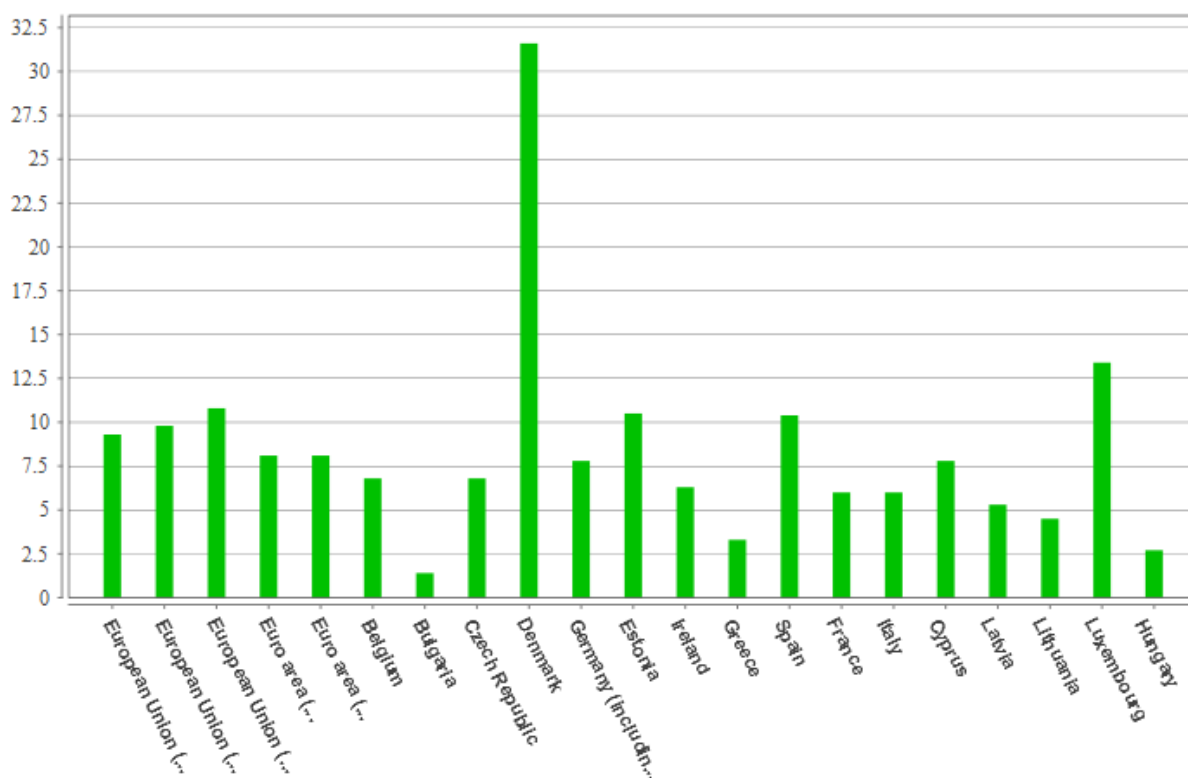
These goals apply to different types and level of education and training, including:

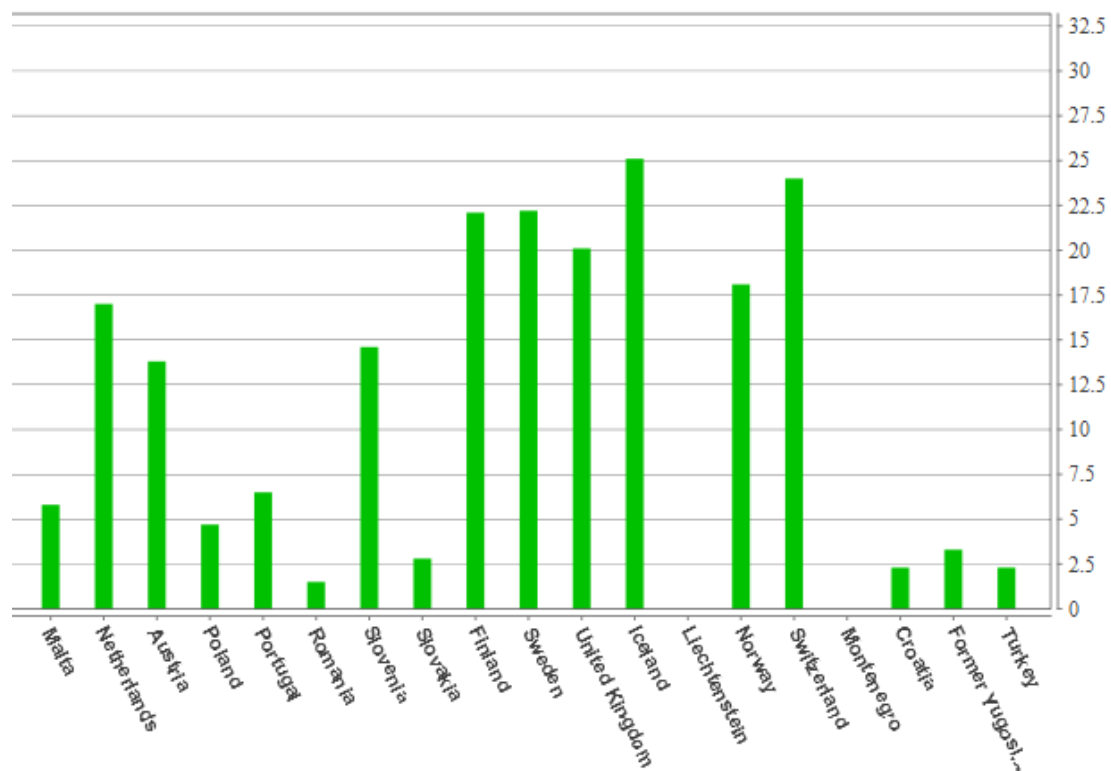
- Teacher training
- Basic skills
- The integration of information and communication technologies (ICTs)
- Efficiency of investments
- Language learning
- Lifelong guidance
- Flexibility to make learning accessible to all
- Mobility
- Citizenship education



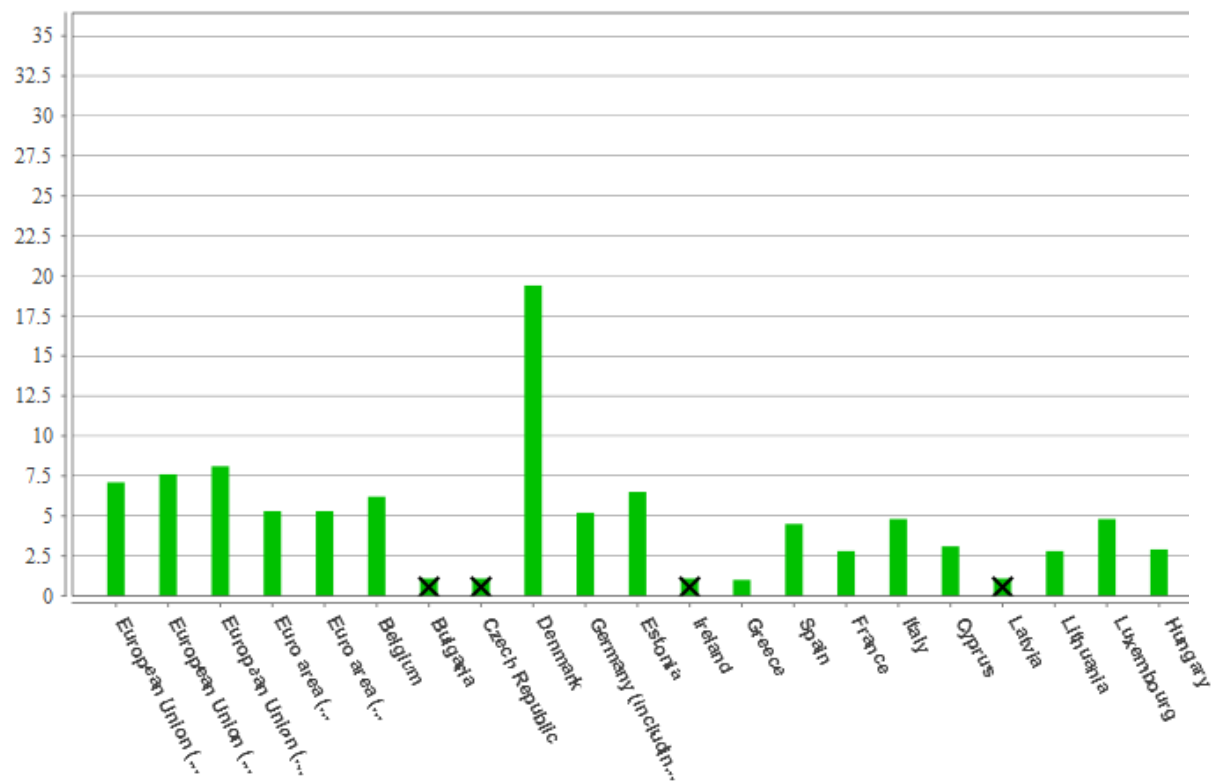
Between the data collected by EUROSTAT (Statistical Office of the European Communities), can be found indicators relating to education and training. The next graphs show the percentage of the adult population aged 25 to 64 participating in education and training, therefore, participation of adults in lifelong learning. The first is referred to 2009 and the second to 2000.

2009

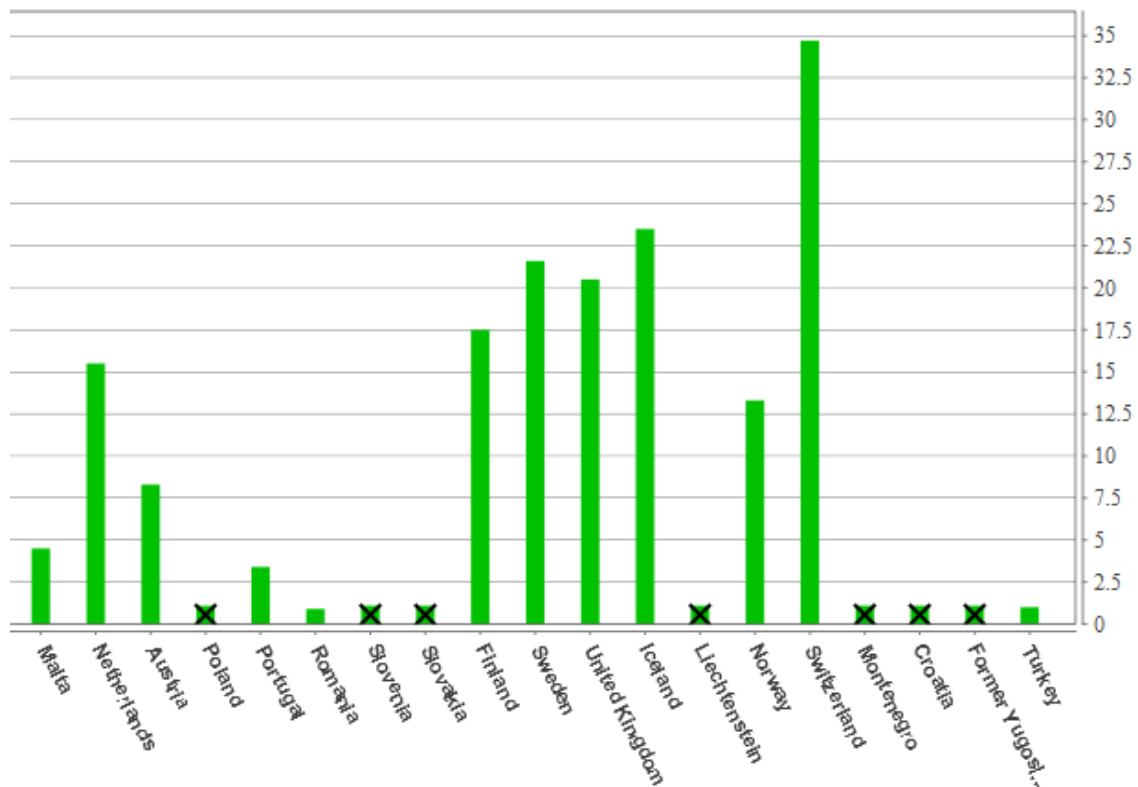




2000







As can be seen, in general, the percentage of adults that participate in education and training programs increased in European countries. It is like this because lifelong learning is a key element in developing and promoting a skilled, trained and adaptable workforce.

The crucial aspects of lifelong learning are training at the workplace and during working hours. This is why vocational training should be given in equal opportunities to the employees, respecting to gender and specific age groups, with their respective evaluation and mentoring if it is necessary.



## 4. ASSIGNMENTS FOR DEVELOP IN PLACE

Although the experience is the best teacher, according to the research made for Center for Creative Leadership, several activities can be done to develop people without move them from the workplace. In the experiences that there are proposed, appear especially developmental challenges, which provide meaningful learning to make this process even better.

### 4.1. Developmental Experiences

Specific experiences have specific learning, but to be effective, it is fundamental to pay attention to the meaning, otherwise the knowledge could be lost; learn is not something that happens automatically. Making this process more systematic it is possible to get the learning more easily, and this way, the experiences became more meaningful for the employees.

Due to the appearance of the modern way of live (new family structures and things like that), many managers don't want geographic moves. As a recent study found, a 60% of employees who have the chance to be relocated refuse it, even if it means develop in the company. Then, the solution could be help people to develop in a place to be beneficial in the daily work.

The following experience categories are considered the most developmental and they teach something unique:

1. Challenging jobs: They show essential skills like work under pressure, learn quickly or deal with a problem. They are considered one of the best teachers because they provide leaders with what they need to be able to grapple with big range of actions.



2. Other people: Several things can be learned from other people, mostly bosses, because they are like a model that the hires follow to know what to be or do, and the opposite.
3. Hardships: They show the limits of each one, which makes people think about themselves and realize their weak spots, and so, be able to improve them.
4. Coursework: In these kinds of events, executives have the chance to compare themselves with others, procedures or different methods to solve problems, so that they can get self-confident.
5. Off-the-job experiences: They used to be key experiences to develop the persuasion.

With these experiences the employee doesn't get to be perfect, but yes to be aware of his/her foibles and limits. It is necessary to get a balance between opposites, for this, the most important thing is the diversity in experiences.



## 4.2. Developmental Challenges

The workplace, colleagues, frame and this kind of task are not always the same. Then, in each of the five previous experiences are contained more than five kind of developmental challenges depending on the situation. The research emphasizes eleven of them that appear more often:

1. Possibility of success or failure: When somebody knows that there is the possibility of fail and it is going to be obvious to others, makes more effort to do things in a right way, so that, this person is more driven to learn. This usually happens in the following situations: planning a new site, handling a negotiation...
2. Individual aggressiveness: It is something basic that the employee is individually accountable, not only part of a work-team. For this, the most important thing that he/she has to do is learn quickly.
3. Work with other people: Some employees could be in the situation of having to work with new people or lot of people from different countries. Then, it is underlying that employee develop an understanding of others way of working.
4. Personal pressure: This pressure is caused when the hires have the ambition to reach where they would like to be and they are not. It increases the predisposition to learn.
5. Negotiation skills: Exercising this lateral influence, people could drive a business in situations in which they don't have authority or control. It mostly occurs in off-the-job project.
6. High diversity: Dealing with ambiguity and change, the employee get more comfort to drive unfamiliar situations and several problems.



7. Be closely watched: When somebody is watched is force to do things right, and more if it is carry out for influence people like a boss. With this challenge employee develops political skills.
8. Management skills: This skill is fundamental to face up some challenges, especially resourcefulness. It is very demanded in middle and upper-level leadership jobs.
9. Strategic thought: Developing this challenge the staff is going to be able to deal with areas that are not very clear, undefined areas.
10. Deal with bosses: The boss is an example to show to the staff what the organization values. Then, having a variety of bosses provides the employee a complete view of these values, which makes him/her more effective in the job.
11. Key elements: Sometimes something really important is missing like skills or knowledge. The lack of these key elements, push the hire to learn.



### 4.3. Categories of Assignments for Development in Place

Change the job is the best way to provide different challenges, but it is not necessary at all. As the research proposes, if the employee includes these challenges in the daily work, he/she creates new ones and this way the job seems different. Generalizing, the assignments can be classified in five categories:

- a) Small projects and start-ups: It includes new task, work with deadline and results accountability. These are very beneficial experiences that make employee learn quickly relying in others and considering others points of view.
- b) Small scope jumps and fix-it: It is the same as above but being in charge of a working group for a period of time, because with this, notable challenges appear. The most important issues to develop in this point are building a team or have individual responsibility, where it is essential know how to motivate and develop others.
- c) Small strategic assignments: Coping with ambiguous, situation with little control and few rules, the employee learns how to work with intellectual pressure and get influence skills and credibility.
- d) Coursework and coaching assignments: Something that is beneficial to know, and in the most of the cases is missing, is that employees experience what it means to be a manager in a coaching. Doing that, they can realize the difficulties of teach or coach others.

On the other hand, when they are who attend the course they get new content or self-awareness. They also can learn from high level managers, who are good or bad at specific work, considering them as a model.



- e) Activities away from work: This kind of activities could provide leadership, work with others and know how to influence them in some situations. Among them can be find community works or coach a sport team.



## 5. INDUCTION PROGRAM IN COCA-COLA HELLENIC

### 5.1. Introduction

Coca Cola was invented by Doctor John Pemberton, a pharmacist from Atlanta, Georgia, in May of 1886. The name was a suggestion given by John Pemberton's bookkeeper Frank Robinson. The product was sold for the first time in Jacob's Pharmacy as a soda fountain drink for five cents a glass. Dr. Pemberton never realized the potential of the beverage he created. He gradually sold portions of his business to various partners, but Asa G. Candler, an Atlantan with great business acumen, bought additional rights and acquired complete control.

By the late 1890s, Coca Cola was one of America's most popular fountain drinks, largely due to Candler's aggressive marketing of the product. With Asa Candler, now at the helm, the Coca Cola Company increased syrup sales by over 4000% between 1890 and 1900. As it grew; the company began selling syrup to independent bottling companies licensed to sell the drink. Even today, the US soft drink industry is organized on this principle.

Coca-Cola is the most popular and biggest-selling soft drink in history, as well as the best-known product in the world. Nowadays the company not only sells this product, it has a portfolio of more than 3,500 beverages, from diet and regular sparkling beverages to still beverages such as 100 percent fruit juices and fruit drinks, waters, sports and energy drinks, teas and coffees, and milk-and soy-based beverages.







This fame is not only because the product is high quality, also influences the social awareness of the brand, contributing to the community and environment as possible. Coca-Cola has a large partnership story with the Red Cross and collaborates in different humanity program like Water Potabilization Plants to Benefit Colombians, Odwalla Sustainable Bottle Initiative, Polar Bear Support, etc.



Coca-Cola is a brand recognizable for 94% of the people around the world. It is advertised in over 90 languages. In each country, depending on the language or rather the alphabet, Coca-Cola has different logos. The brand's success doesn't happen for nothing, it is the result of take the principles of the company seriously and carry out the work according to them.



IT Shared Services is a central organization, based in Sofia and operating in 28 countries to deliver IT support services to Coca-Cola Hellenic Bottling Company, one of the independent bottling companies licensed to sell the drink.



## 5.2. The Program

The induction process in CCH IT Shared Services is vital and it is designed to provide new-comers with the information they need, as well as getting them up to speed on how the organization works. Induction is a continuous process which starts from the moment a candidate accepts the job and finishes when the employee is fully integrated into the company.

A team of experts from different departments are involved in the delivery of the Induction program. Each of them plays significant role and contributes to the successful integration of employees in the Company. People involved deliver presentations which cover different topics such as general information about the Company, its organizational structure, info about each department main responsibilities etc. Interesting information about the history of Coca-Cola, its system, Coca-Cola Hellenic products, mission, vision, code of business conduct, training and employee development, merchandising and other important for the Organization matters are included. The material is very interactive and the new comers are curious about what is next.

Induction program includes the following parts:



### 5.2.1. Part 1: General induction

#### 1. Coca-Cola Hellenic:

Coca-Cola Hellenic serves approximately 560 million people in 28 countries. The Company is one of the largest bottlers and vendors of The Coca-Cola Company's products in the world, and the largest based in Europe.

CCH unique portfolio of brands, mix of geographies and passion for marketplace implementation make them a leader in the alcohol-free beverage industry.

Coca-Cola Hellenic is formed in 2000 as a result of the merger of the Athens-based Hellenic Bottling Company and the London-based Coca-Cola Beverages.

Since then, CCH territory has expanded and currently extends from as far west as Galway, Ireland, to Petropavlovsk, the easternmost point of Russia. This breadth provides CCH attractive growth opportunities and reduces dependence on any particular market.

In conducting operations across 28 countries, Coca-Cola Hellenic provides guidance, support and supervision to each operation while placing day-to-day management and operation in the hands of local employees with a deep familiarity of their own country, its business practices and community aspirations.

Coca-Cola Hellenic is headquartered in Athens and currently listed on the Athens, New York and London stock exchanges.



## 2. Product portfolio:

CCH is licensed to produce, sell and distribute a range of beverages. The Coca-Cola Company owns the trademarks for most of these. It supplies the concentrates and is largely responsible for consumer marketing.

CCH product portfolio consists of:

- The world-leading brands Coca-Cola, Coca-Cola Light (diet Coke), Fanta and Sprite.
- Brands that Company owns manufacture and distribute ourselves, including Amita, Avra, Deep River Rock and Fruice.
- Brands licensed by other companies, such as Nestea.

By broadening product portfolio, CCH offers its consumers more choices than ever. CCH takes every measure to offer products of high quality with superior taste.

## 3. Sustainability:

CCH is committed to the sustainability policies that the Company has developed to address core issues such as:

- The protection of the environment.
- The support of CCH employees.
- Equality in the workplace.
- The protection of CCH consumers and other stakeholders.



CCH also remains focused on its mission which is:

- To refresh consumers.
- To partner with customers.
- To reward stakeholders.
- To enrich the lives of local communities.

#### 4. Environment:

Coca-Cola Hellenic is committed to minimizing its impact on the natural environment as part of its broader efforts to integrate socially responsible behavior and sustainable management principles in all areas of its operations.

The company has established a comprehensive Environmental policy, which provides direction for programs that are carried out in three priority areas:

- Improving water efficiency and treating wastewater.
- Improving energy efficiency and reducing carbon emissions.
- Reducing solid waste and increasing recycling.

Activities are carried out internally, in the responsible use of water and energy, and proper management of waste, as well as externally, through engagement with governments, non-governmental organizations (NGOs), local organizations and communities in community water projects, by reducing carbon emissions and by helping to establish packaging recovery and recycling systems.



### 5. Workplace:

To reach CCH business goals, the Company strives to ensure a safe, healthy and inclusive workplace for its employees while engaging, training and rewarding them.

### 6. Diversity:

CCH employs more than 44,800 people and over three quarters of their workforce are employed in emerging and developing countries.

The geographic breadth of the business means that the CCH workforce is very diverse. Eight nationalities are represented on CCH Board of Directors and CCH head office employs 325 people from 35 nationalities.

The diversity of CCH workforce, an essential part of meeting Company corporate objectives, is reflected in the variety of cultures and expertise.

This diversity is also represented in CCH workforce, management and Board of Directors. CCH employs local managers wherever possible; 53 per cent are from countries in CCH established markets and 47 per cent are from other countries.

CCH international managers are seconded temporarily and talented local employees are placed on international assignments to gain new skills.

Women represent 26.6 per cent of CCH senior management and 20.5 per cent of CCH workforce.



	Managers	Non-managers	Total
<b>Total</b>	2,145	42,656	44,801
<b>Male</b>	73.4%	79.5%	79.2%
<b>Female</b>	26.6%	20.5%	20.8%
<b>Nationals</b>	88.0%	99.0%	98.5%
<b>Non-nationals</b>	12.0%	1.0%	1.5%
<b>Under 30</b>	4.5%	35.3%	33.8%
<b>30 – 50</b>	87.0%	56.5%	58.0%
<b>Over 50</b>	8.5%	8.2%	8.2%

### 7. Talent development:

CCH aims to attract, motivate and retain talented employees in order to ensure future success. In 2007, CCH adopted the Leadership Pipeline model, which focuses on leadership development and succession planning.

### 8. Training:

CCH significantly invests in training to develop their employees' capabilities.

Additionally, CCH hold people development forums twice a year in every country, where they focus on providing a blend of developmental opportunities. These typically consist of 70 per cent assignments and projects, 20 per cent training and 10 per cent coaching.



### 9. Health and safety:

One of CCH key priorities is to constantly improve its health and safety performance. CCH has adopted the occupational health and safety system OHSAS 18001, which is part of its integrated management and auditing systems.

They also conduct intervention programs that address specific health risks, such as diseases like HIV/AIDS and malaria.

### 10. Human rights:

CCH uphold the United Nations (UN) Universal Declaration of Human Rights.

All operations are committed to maintaining a positive and inclusive workplace, where all employees are treated with fairness and equality, as stated in Company's human rights and equality policies.

CCH has regularly received employer awards since 2006, nominated by both current and prospective employees.

### 11. Code of business conduct:

CCH Code of Business Conduct details their corporate philosophy and commitment to employees.

It includes the responsibilities of employees and the company in terms of compliance with the letter and spirit of laws, regulations and business ethics.





## 5.2.2. Part 2: Secondary induction activities

### 5.2.2.1. CCH business

#### 1. Business educational movies:

The aim of this part of the Induction program is to bring the real business in the office by capturing in a clear and interactive way experiences from the plant, market etc.

Five movies are currently available to all employees and are part of the induction program. Participating actors are business experts from the Company who present the fundamental of their business. Each movie is approx. 30 min long; through captivating animations and blitz interviews it highlights the business process steps. The movies are just one of the approaches and tools that the Company uses to increase the business awareness of all employees.

As the Induction program is designed to provide to all new employees not only theoretical knowledge but also practical experience, two of the most important elements of the program are the plant and market visit. In this part the new comers might see the business in action. And then, get a better understanding of what they have seen in the movies.

#### 2. Plant visit:

Each employee visits one of the Coca-Cola Hellenic plants with the purpose to understand how the Coca-Cola products are produced.



### 3. Market visit:

The Company gives opportunity to all new employees to visit the market together with a representative from the Sales department of Coca-Cola Hellenic. The aim of the market visit is all employees to see how the Coca-Cola products are positioned on the Bulgarian market in different regions of the Country. Employees visit different cafés, shops, markets, kiosks and similar places where the Coca-Cola products are available. The market visit is one of the most important elements of the Induction program for each new comer.



#### **5.2.2.2. CCH IT part:**

##### 1. Key IT processes in the Organization:

In each Company there are number of processes that are vital for the Organization. During the Induction program the presenters spend significant time on this part covering the most important IT processes which drive the Company's business.

##### 2. IT security awareness:

Business use of Technology is evolving faster now than at any point in the last decade. Traditionally, organizations have focused Information Security attention on technology investments with less effort on protecting individuals. In CCH, employees learn in an enjoyable way how to work in a safety IT environment. Different games are used to teach employees on how to keep out of risk their laptop, IT devices etc.



## 6. CONCLUSIONS

The following conclusions summarize the most important ideas about what have been talked:

- Induction program is an essential procedure to welcome a new employees making them feel more comfortable and to assist them in the settling down process providing them with all the necessary information to get familiar with the Company's business.
- The program increases retention of new hires, motivates employee and increases productivity, which saves time and money in the long run.
- Induction helps in the socialization of the employee building strong psychological contract with new team members.
- It provides a good base to the new employee contributing to the performance, so that he/she can develop in the company.
- The induction program has to be updated on a regular basis in order to meet employees' and business needs.
- It is logical that induction program's content is split in two parts: the first is General information which is the same for all new employees, and the second part is specific for each individual which provides information and help the person to carry out his/her job.
- Induction program is managed by HR department experts and key people in the Organization like Managers which contribute a lot to the success of the program.



- Having people development processes in place helps the Organization to identify employee`s gaps and to support their development in an effective way and in accordance to the business needs.
- Each training/ development method has own pros and cons. The matter is to choose the right development approach for each person and bring the expected results for the employee as well as for the Organization.
- There are several limitations that might stop the employee to perform according to the standards like lack of knowledge, skills, attitude and trait. It is very important to determine the reason and propose the right development actions for this person.
- All people have different skills and knowledge. Even the ability to learn new things is different for each person. Specific job needs specific characteristics, then, not everybody can develop in the same way and reach the same level. It is very important to support employees to reach their best level and to help them through different activities to further develop in the Organization and perform according to the Company standards.
- It is good that employees participate in education and training programs because lifelong learning is a key element in developing and promoting a skilled, trained and adaptable workforce.
- It is beneficial to have diversity in experiences, this way, although people don`t get to be perfect, are aware of their foibles and limits, and then, get balance between opposites.



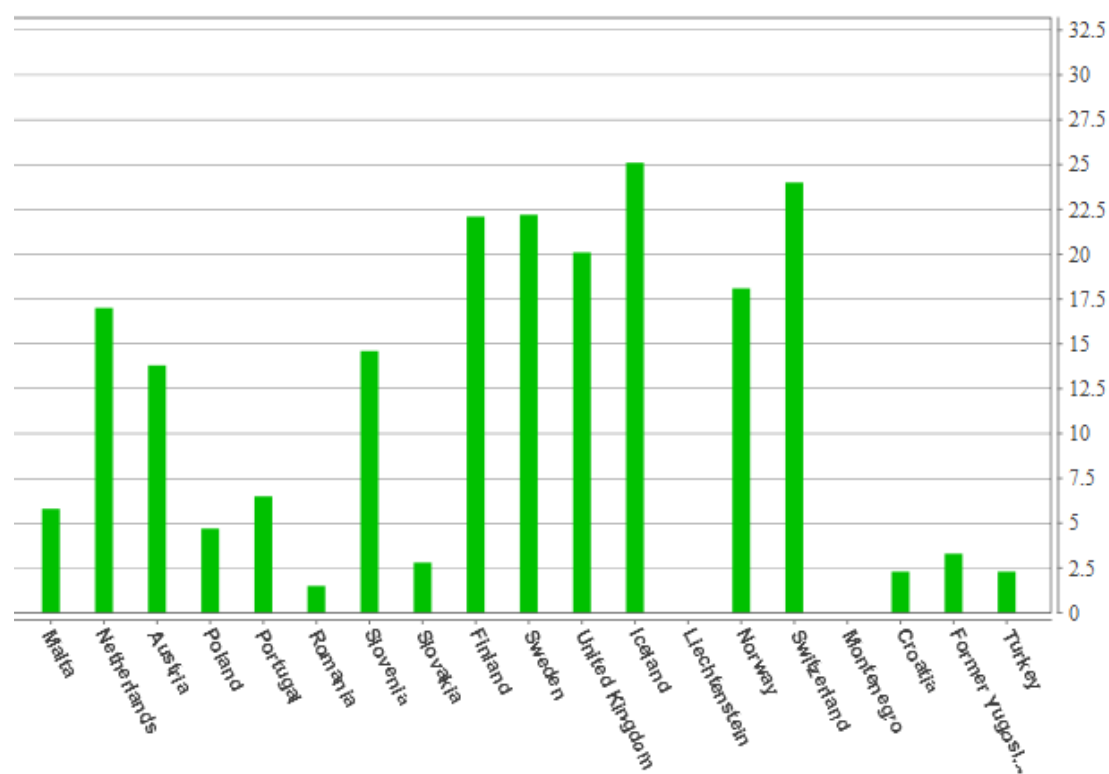
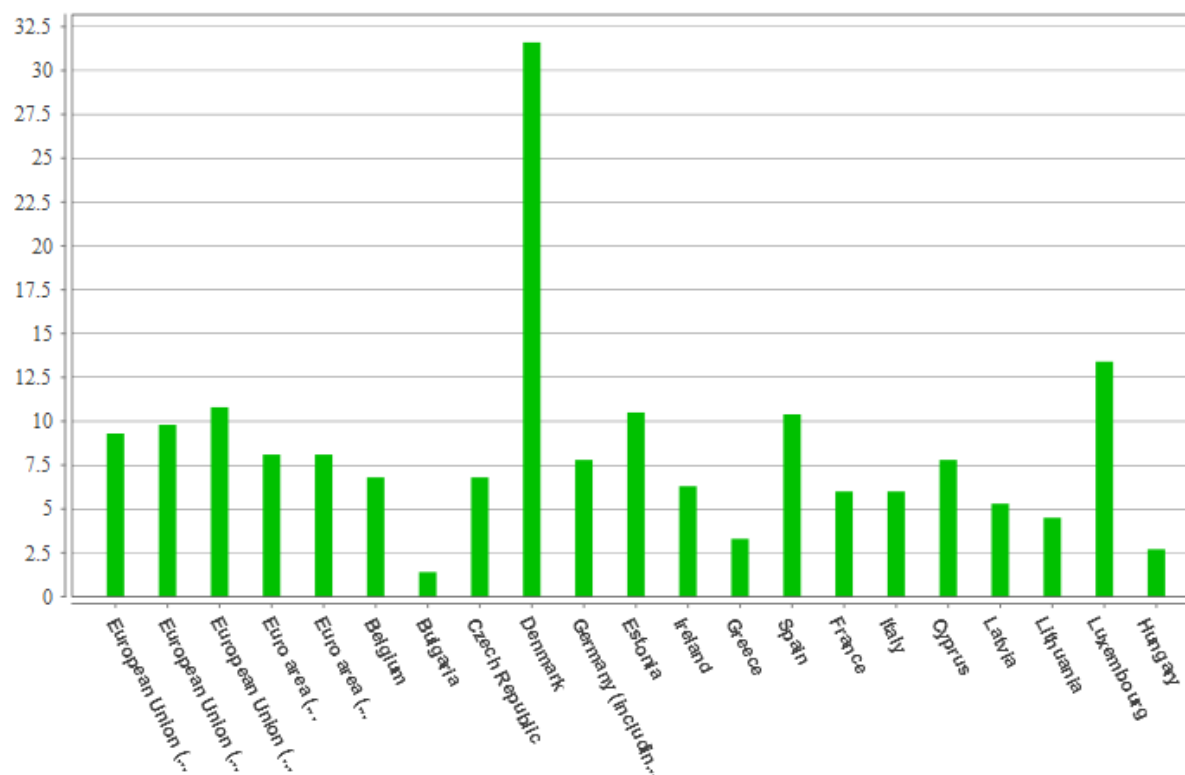
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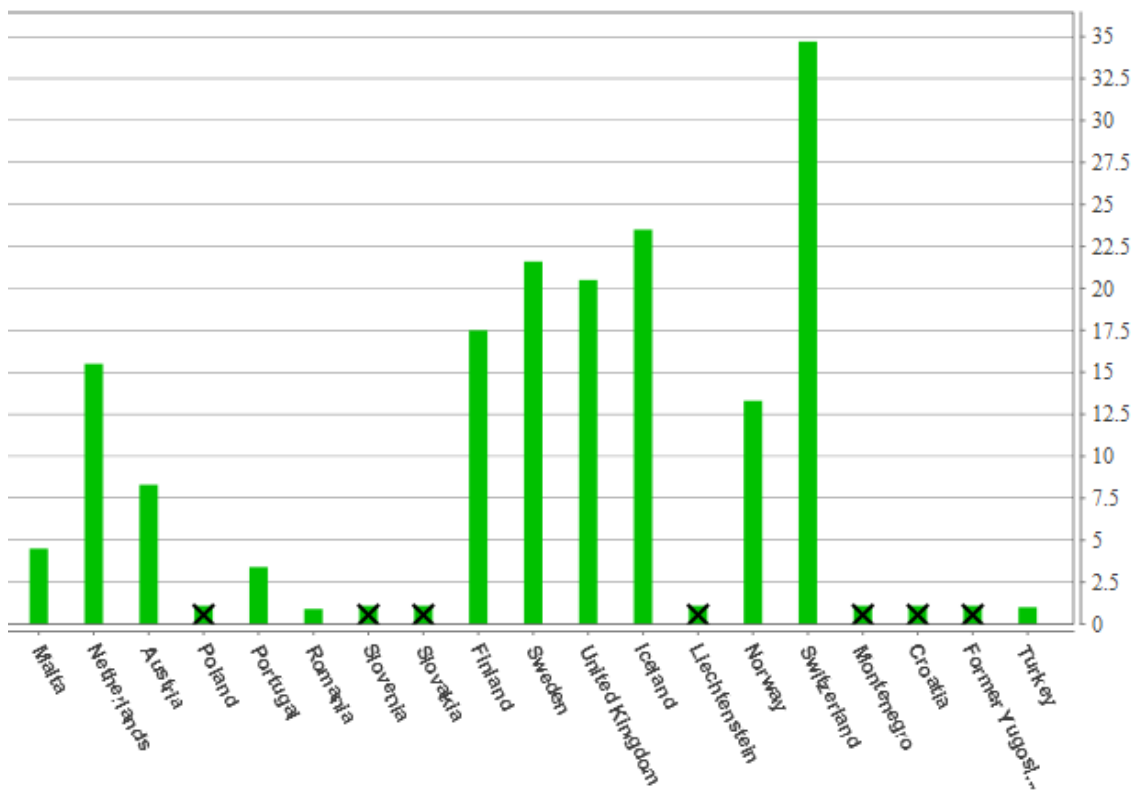
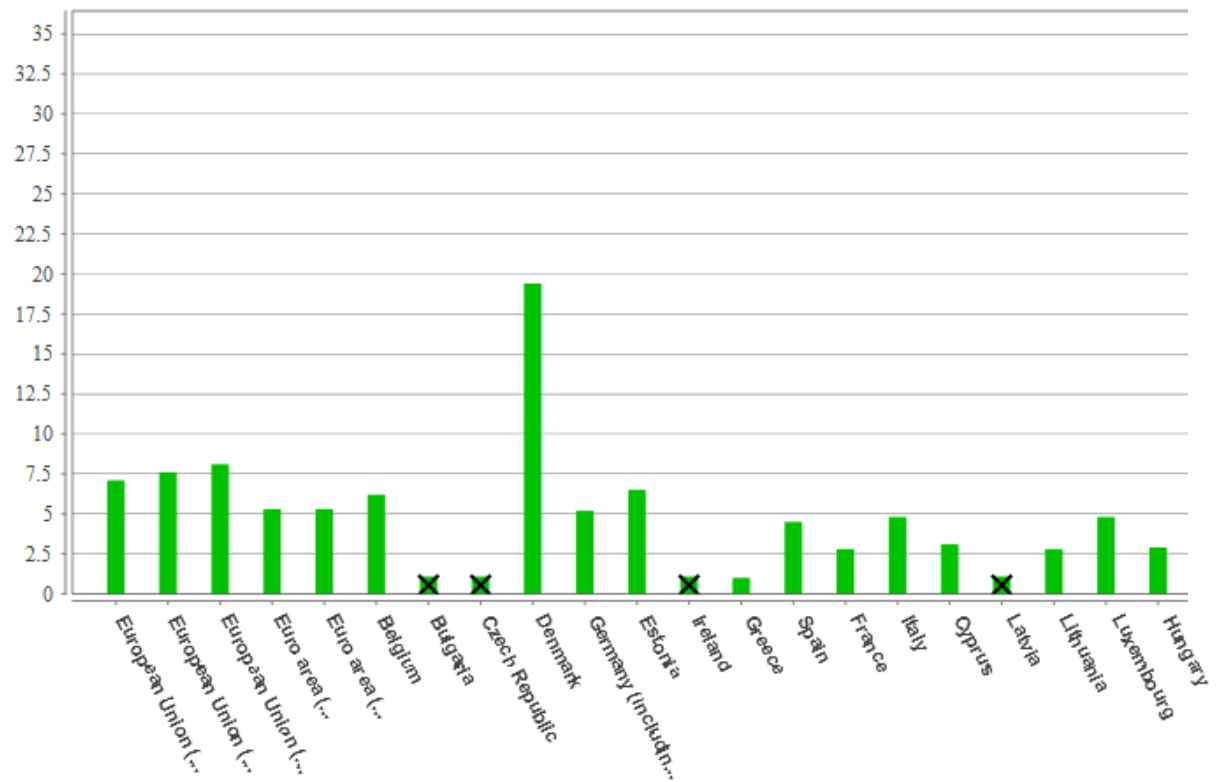
<b>Name of employee:</b>			
<b>Date of hiring:</b>			
<b>Name of manager:</b>			
Topic	Presenter	Time	Outcome of the presentation
		Monday	
<b>Welcome:</b>	Colleague		
Workplace and personal space		9 a.m.	Feel part of the company
Introductions to colleagues		9:30 a.m.	Feel comfortable
Tour		10 a.m.	Layout and emergency information
<b>Personel information:</b>	HR department member	12 p.m.	
Terms of payment and condition			Better understanding of contract
Breaks and lunches			Timetable
Insurance			Available services
Holiday			How to submit vacation request
		Tuesday and Wednesday	
<b>Overall induction of the company:</b>	HR department member	9 a.m.	
Procedures			How to proceed
Rules			What is allowed- is not allowed
Policies			Ideology of the organization
Who is who in the organization			Organization chart
		Thursday	
<b>Customs and culture:</b>		9 a.m.	
Administrative personel			Deliver documents - ask information
Documents and records			Format
Social codes and practices			Behaviour
		Friday	
<b>Job information:</b>	Manager	9 a.m.	
Position and responsibilities			Better understanding of the job
Resources and equipment			Available stuffs

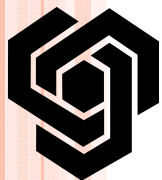
2009





2000





**TECHNICAL UNIVERSITY OF SOFIA**  
**ENGLISH LANGUAGE FACULTY OF ENGINEERING**

**Research Project**  
**Master's Degree**

# **Best Practices in People Development**

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**Viara Stoyanova**

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# INDEX

1. Introduction
2. The Induction Program
3. Identify Employee`s Gaps and Development Methods
4. Induction Program in Coca-Cola Hellenic
5. Conclusions

# 1. INTRODUCTION



I am stressed! Afraid!  
I don't know how to do the job!  
I don't know anybody!  
I don't understand the contract!  
Where is the printer...?



the office



## 2. THE INDUCTION PROGRAM

### Content:

- Introduction: the role, itinerary, housekeeping, tour...
- Personnel information: HR staff, pay and conditions, insurance, holiday, breaks...
- The organization: org. chart, policies, procedures, rules...
- Work group: colleagues, social codes, layout, resources...
- The position: workplace, equipment, responsibilities, performance assessment, training and development...
- Follow up: check new member regularly



# 3. IDENTIFY EMPLOYEE`S GAPS AND DEVELOPMENT METHODS

## 3.1. Identify Employee`s Gaps

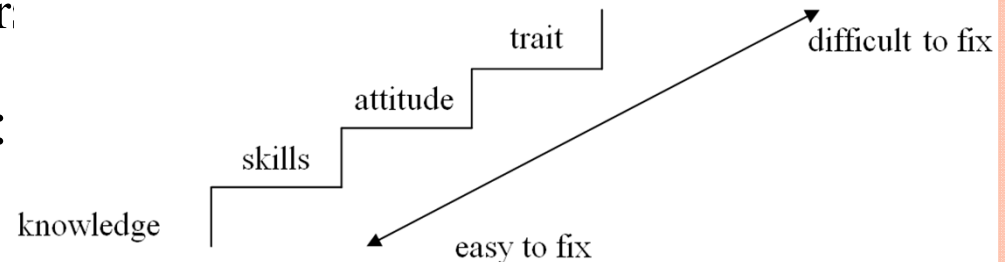
- To achieve company`s success it must work efficiently and effectively identifying its employee`s skills gaps (foibles).
- Assess training needs makes easier to know the gap between employee`s performance level and performance standards.
- Depending on the needs of the organization different kind of techniques can be used to help gaps identification.
- With this practise the goals can be reached faster.
- Ask for a feedback to trainees, in this way, corrections or changes can be made to get more effective learning.

## 3.2. Development Methods



- Training rule:
  - 70% work experience / assignment
  - 20% coaching - mentoring
  - 10% courses - seminar

- Limits in development:



- Lifelong learning: Statistics. It is a key element in developing and promoting a skilled, trained and adaptable workforce.

# 4. INDUCTION PROGRAM IN COCA-COLA HELLENIC

The induction process in CCH IT Shared Services is vital and it is designed to provide new-comers with the information they need.

## 4.1. General Induction

It is explained information about CC Hellenic, product portfolio, sustainability policies, mission, code of business conduct...

## 4.2. Secondary Induction Activities:

- CCH business: business aducational movies and plant and market visits.
- CCH IT part: key IT processes which drive the Company`s business and how to work in a safety IT environment.



# 5. CONCLUSIONS

- The program increases retention of new hires, motivates employee and increases productivity, which saves time and money in the long run.
- It provides a good base to the new employee contributing to the performance, so that he/she can develop in the company.
- Having people development processes in place helps the Organization to identify employee`s gaps and to support their development in an effective way and in accordance to the business needs.
- There are several limitations that might stop the employee to perform according to the standards. It is very important to determine the reason and propose the right development actions for this person.
- It is beneficial to have diversity in experiences, this way, people are aware of their foibles and limits, and then, get balance between opposites.



# SUGESSTIONS AND/OR QUESTIONS

Thanks to Viara Stoyanova, manager of HR department in CCH IT  
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